

FEATURING BEST PRACTICES OF STATE AGENCIES AND INSTITUTIONS OF THE COMMONWEALTH OF VIRGINIA

University Campus

Zone Maintenance

Virginia Commonwealth University
implemented this best practice
in January 1995

*Qualifying under the
Best Practices catalogue*

3 Provide Capabilities
33 Provide administrative support services
334 Provide facility services

Best Practice Summary (how it works, how you measure it)

Virginia Commonwealth University (VCU) is divided into five geographic territories or zones. Each zone is served by a multi-craft maintenance staff with skills tailored to the specific needs of the included facilities. Three layers of supervision in the former trades shops organization were replaced by one supervisor in each zone. Zone maintenance teams are responsible for all preventive and corrective maintenance in zone buildings. The team leader (supervisor) is responsible for the maintenance resources allocated to his or her zone and uses a mix of in-house and contract services to accomplish needed work. Zone teams are supported by the roofing crew, a central electrical/mechanical team, an asbestos abatement team, and the lockshop.

Impact on the Process Organizational Performance (OUTCOMES)

The closing of the trade shops (carpentry, painting, plaster, electrical, plumbing, sheetmetal, and air conditioning) and the establishment of zone maintenance has resulted in a 58 percent reduction of supervision in the maintenance area and a reduction of approximately 9 percent in Physical Plant expenditures. Departmental vehicles were reduced by 16 percent. Sixty-seven (67) percent of customers surveyed after zone maintenance was in place (for 11 months) indicated that facilities maintenance and services were improved.

Best Practice Qualification

The VCU Zone Maintenance Program has been presented at regional and national meetings of the Association of Higher Education Facilities Officers and the National Association of College and University Business Officers. Since implementation at VCU in January 1995, several colleges and universities have adopted the zone maintenance concept.

For Additional Information

Virginia Commonwealth University
909 West Franklin Street
Richmond, VA 23220

John R. Swistock
(804) 828-0518
JRSWISTO@VCU.EDU

Brian J. Ohlinger
(804) 828-9647
BJOHLING@VCU.EDU